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4 September 1981

DIA REGISTRY  
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MEMORANDUM FOR: Director, DCI/DDCI Executive Staff  
FROM: Harry E. Fitzwater  
Deputy Director for Administration  
SUBJECT: Areas of Concern for Agency Management

1. In response to the requirement for impending issues requiring the attention of Agency management in the immediate future, we propose the following:

a. Discipline: There has been an erosion of discipline on the part of Agency employees during the past few years. This in turn has led to a breakdown of security discipline. Since security discipline is everyone's business, and not simply the concern of the Office of Security, Agency management should be considering measures by which we reverse this trend and return to the days of improved discipline and a "silent service."

25X1 b. Inter-Agency Relationships: Attention needs to be devoted to inter-Agency relationships. The working relationships between this Agency and the Department of State remain murky although various actions are under way to define such relationships in terms of communications  ; for example, there is still no clear cut statement of top management desires in this regard. Support from GSA continues to deteriorate. Minor instances of shoddy performance on the part of GSA can have an overwhelming impact upon our ability to process data or communicate information.

c. Cryptographic Equipment: NSA programs for new families of cryptographic equipment can utilize any available monies which might occur during the period in question. Our present cryptographic inventory is old, tired, and does not adequately serve our needs.

d. Space: Space needs continue to persist. A memorandum has been forwarded to the DCI requesting approval to proceed with a new building site on the Headquarters compound. In addition, support in obtaining \$2 million in unfunded FY-1982 funds is requested so that a preliminary architect and engineer study can be let. Pressures for space in the meantime are pointing toward the need for additional leased facilities.

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e. Physicians: There is a persistent shortage of physicians to meet the Agency's needs. Support is needed for pending legislation, which includes the extension of the Physicians Comparability Pay Act.

f. Data Processing Equipment: We have to focus on the proposed policy for not procuring ADP equipment which is substantially manufactured by foreign firms for use in Agency computer networks.

g. Security: Revise the trend toward lowering investigating standards in the Intelligence Community while simultaneously promoting greater use of the polygraph within the Community.

h. Professional Development: The Office of Training and Education (OTE) has committed resources to professional development centered on the Senior Officer Development Course. Ideally, this course will be an integral part of an Agencywide effort for each Directorate's professional development program.

i. Training Resources: OTE has been operating at capacity for the past three or four years without any corresponding increase in its resources. The Office has neither adequate facilities nor instructional staff for handling more than an average of [redacted] per year for all courses. Serious attention must be paid to the recapitalization of our training resources to include expanded and improved facilities, increases in staff, [redacted]

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j. Executive Order 12065: Rapid approval and promulgation of the revised Executive order, incorporating the Agency's recommendations, are necessary to ease the burden of systematic review.

k. FOIA: Amendments to the Freedom of Information Act are still under consideration by Congress. Exemption from the Act for intelligence information is critical for the effective conduct of the Agency's business.

2. If any additional information is needed on the above topics, please let me know.

Harry E. Fitzwater

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